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Job Design and Employee Performance of Deposit Money Banks in Port Harcourt, Nigeria

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ABSTRACT

This study investigated the relationship between job design and employee performance of Deposit Money Banks in Port Harcourt. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self- administered questionnaire. The target population of this study consists of 79 managerial staff of Deposit Money Banks in Port Harcourt. There was no need for sampling since the population was small. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings revealed that there is a significant relationship between job design and employee performance of Deposit Money Banks in Port Harcourt. The result of the findings further revealed that Skill variety and task significance gave rise to timeliness of work of work and efficiency of work of Deposit Money Banks in Port Harcourt. The study recommends that Deposit Money Banks should use job design to increase the variety of skills that every employee possesses which is a form of motivation. Job design will create some level of inclusivity where employees' jobs are linked to the overall goal of the Organization. Some level of freedom in making decisions may be adopted for performance to increase.

KEYWORDS: *Job Design, Employee Performance, Skill Variety, Task Significance, Efficiency, Timeliness of work*

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INTRODUCTION

Performance improvement relies on HRM strategies that are successful in recruitment and selection, training, retaining an involved, dedicated and motivated personnel (AlAhmadi, 2009). Kaplan and Norton (2011) came up with some set of actions which were referred to as the balanced scorecard that provided a quick and in-depth way to look at personnel performance and included the process measures as well as results of the processes. The most effective way to establish employees' performance is by use of the balanced approach as opposed to a partial way of looking at the performance where the outcome is shared with the managers, team-mates, supervisors and colleagues.

To design an objective way of measuring job performance could be considered for future research because it can help organizations in performance issues. With the dawn of management and management practices, HR practitioners, scholars are putting efforts to enhance the performance of staff within the company for improved performance by motivating, engaging and encouraging them. Only motivated, engaged and satisfied employees can deliver up to the ideal level of performance. During this day and age, staff are considered as human capital and each company works hard to utilize this capital for the best performance (Kahn, 2012). According to Al-Ahmadi, (2009) improvement of performance is not only an outcome of a well ran system but it is also dependent on efficient strategies of human resource that thrives in employing as well as keeping motivated and committed employees.

According to Putterill and Rohrer (2013), the attainment of goals in the assigned tasks to workers in a given period is an indicator of employee performance. Besides the improvement of performance being a result of a properly operating firm, it also depends on the effectiveness and efficiency of the human resource strategies which are successful in selecting and retaining a dedicated and motivated workforce (Al-Ahmadi, 2009). There are various pieces of evidence for the known association between job design and the performance of employees. Al-Ahmadi (2009) suggested that performance of a task was linked with its nature and this was an indication that indeed satisfaction with one's job influenced the employees' performance. The sense of job worth, feeling meaningful before others, discovering individual capabilities, and freedom in decision making positively relates to the performance of employees

The nature and characteristics of employees' work have a great impact on worker motivation and the way they perform at work. Well-designed jobs have a positive influence on employee motivation and performance, lending to improved individual and group employee performance outcomes such as their membership (joining/leaving an organization), reliable role behaviour (how well the worker does their job), and innovative/spontaneous action (going

above and beyond the normal job) (Ugboro, 2006). Job design has been one of the most effective tools used for optimizing an employee's performance. It can be defined as changing the content and processes of a job to increase an employee's satisfaction, motivation and productivity (Knapp & Mujtaba, 2010).Work design refers to a spectrum of job factors, ranging from internal and external organizational factors to the way tasks are organized, that affect what people do at work and how effectively they can do it. The concept has roots in psychological research and theories of work motivation to improve employee satisfaction and performance and therefore increase organizational productivity and efficiency (Campion, Mumford, Morgeson & Nahrgang, 2005).

Excellent operations come from Human Resource Management (HRM) systems which also are a source of financial gain for companies with the aid of job characteristics and their goals and objectives (Huselid & Becker, 2009). According to Armstrong (2006), job characteristics model is one way of designing jobs based on their characteristics. The defined states of the mind are improved by the five important characteristics of a job which are skill variety (which involves different activities requiring different skills), task identity (which encompasses the completion of an entire and visible piece of work), task significance (which involves the impact a particular task has on other peoples' lives), autonomy (which is the freedom and pleasure in performing tasks and feedback (which encompasses the direct information from the job on the employee's efficiency and effectiveness) (Hackman & Oldham, 1980 cited in Al-Ahmadi (2009)). In addition to it, job design includes perceived work demands, job control and social support that lead to higher output (Love & Edwards, 2005). As many human resources professionals have discovered that there is strong impact of job design on the productivity and the motivation and job satisfaction of employees in an organization. In order to avoid these issues, it is pertinent to look for alternative strategies and approaches to job design which includes job enrichment, job engineering, quality of work life, socio technical designs, the social information processing approach (SIPA) and the job characteristics approach (Garg & Renu, 2005). This is why we are investigating the relationship between job design and employee performance of Deposit Money Banks in Port Harcourt.

Furthermore**,** this study will also be guided by the following research questions:

1. What is the relationship between skill variety and efficiency of work of Deposit Money Banks in Port Harcourt?
2. What is the relationship between skill variety and timeliness of work of Deposit Money Banks in Port Harcourt?
3. What is the relationship between task significance and efficiency of work of money banks in Port Harcourt?
4. What is the relationship between task significance and timeliness of work of Deposit Money Banks in Port Harcourt?

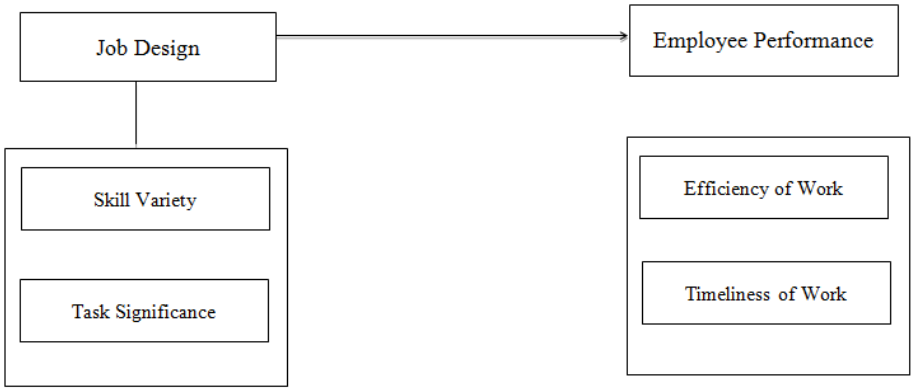


Fig.1 Conceptual Framework for the relationship between Job Design and Employee Performance
Source: Desk Research (2021)

LITERATURE REVIEW

Theoretical Foundation

Theory of Herzberg's Two-Factor

The theory of two-factor (as well recognized as dual-factor theory and Herzberg's motivation-hygiene theory) was created by psychologist Frederick Herzberg in 1959,who hypothesized that satisfaction of job and dissatisfaction of job work separately of each other. The theory indicates that there are some factors in the place of work which result to satisfaction of job, whilst a different factors set result to dissatisfaction of job. The momentum for enrichment of job mainly came from Frederick Herzberg's (1966,1968) which was a reply to the 'white collar woes' and the 'blue-collar blues' (Gooding,1970) which happened for the period of the 1960's plus 1970's. The period was characterized by workers responding to their job in different 'unproductive ways' for instance through sabotage, absenteeism, strikes and turnover; a reply which was seen to be partially an outcome of a universal increase in aspirations and abilities of people via improved access to education. The basic theory's' tenet is that change of factors of hygiene could conquer discontent but can't enhance satisfaction as well as motivation. Job satisfaction can just be motivated by shifting jobs intrinsic aspects. It has been reported that functioning in a state of motivation-seeking is extra industrious as compared to functioning in a state of hygiene-seeking, and so anticipated making work extra enriching via doing an increment of the motivators present at works (Herzberg, 1959).

Concept of Job Design

Job design has been one of the most effective tools used for optimizing an employee's performance. It can be defined as changing the content and processes of a job to increase an employee's satisfaction, motivation and productivity (Knapp &Mujtaba, 2010). Effective Job design is measure of the degree to which the employee is involved in his tasks and assignments. In the view of Opatha (2002), 'Job design is the functions of arranging task, duties and responsibilities in to

an organizational unit of work'. The working definition for the study purpose is that, 'the job design is the way to organize the contents, methods and relationship of jobs in order to achieve organizational goals and objectives as well as satisfaction of job holders.

Job design refers to the specification of the jobs methods, relationships and contents so as to satisfy organizational as well as technological requirements and the job holders' personal and social requirements (Armstrong, 2003). According to Ali and Aroosiya (2012) design of job is the functions of task arrangement, responsibilities and duties in to an institutional work unit. Armstrong (2003) states that design of job starts with task requirements analysis, that is what must be done, and after that it must take into consideration the following characteristics of motivation: responsibility, autonomy, self-control and finally discretion.

Tasks is the jobs' essential and fundamental bases which ignore the actuality that jobs are planned with extremely structured relational system which influences not only interpersonal relations of employees but their associations too (Grant, 2007). Tanner, (1998) reported that leaders of businesses at all times motivate individuals that they must follow a work design which is collaborative in which they ensure that workers must be accountable for their performance of work. According to Garg and Renu, (2005) occasionally the impending bond of goals and job setting could assist to improve the performance level as well as the job design can enhance not simply the satisfaction but as well the performance worth too.

Dimensions of Job Design

Skill Variety

Skill variety is the degree to which a job requires a variety of different activities and involves the use of a number of various skills and talents of the workers. Jobs that are high in skill variety are seen by workers as more challenging because of the range of skills involved; relieve monotony that results from repetitive activity, and gives employees a greater sense of competence. According to Bratton (2007), when a variety of skills are essential to complete a task and those skills are perceived to be of value to the organization, employees find their jobs to be more meaningful. The idea behind providing skill variety in job design is that it will reduce boredom, thereby increasing job satisfaction and motivation. It has been proven that one-skill jobs that lead to repetition and monotony could bring about boredom, fatigue and stress that may negatively affect performance and productivity. According to Laura and Derek (2000), movement of employees from one job-task to another job within the organization and allowing them to adopt a variety of tasks in their work helps in mitigating the effect of repetitiveness and boredom.

Skill Variety, according to Hackman and Oldham (1975) is the instance where a job requires various tasks in order to carry out a complete piece of work and involves using various skills and abilities by the employee. Just as the job characteristics model indicates, the different skills that are required to complete a task often lead to desired performance by the intervening psychological state of experienced importance of a job. Garg and Rastogi (2005) indicated that skill variety involves the degree of utilization of different skills and abilities. A variety of Skills variety is one factor in the JCM which affects the meaningfulness of a job. A job that is high in the level of skill variety always requires a wide array of skills and abilities (Hackman & Oldham, 1975).

Task Significance

Job significance according to Baridam (2006) is the degree to which a job has substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at large. According to him, a job is more meaningful if it is important to other people for some reason. For instance a soldier might experience more fulfilments when defending his or her country from a real threat than when merely training to stay ready in case such a threat arises.

Job significance is a very important element of the job characteristics model (JCM) according to study of Hackman and Oldham's (1980) job significance is defined as the extent to which job has an effect on the life of the people. Another study describe that the worth of the task depend on internal and external significance. Hackman and Oldham explained task significance as "The degree to which the job has a substantial impact on the lives or work of other people - whether in the immediate organization or in the external environment" It maintains that both internal significance, that is how a task is valuable for the organization and external significance is equally important. The image of job in the minds of people and employees, bears significant substance to see that how much he feels proud while describing his job in the public (Garg & Rastogi, 2005).

Concept of Employee Performance

Job performance of employees plays a crucial factor in determining an organisational performance (June & Mahmood, 2011) Job performance is defined as it focuses directly on employee productivity by assessing the number of units of acceptable quality produced by an employee in a manufacturing environment, within a specific time period (Ambrose, *et. al.,* 2013).

Performance is what the organization hires one to do, and do well (Campbell, 1990, as in June and Mahmood, 2011). Performance is a multi-dimensional concept (Sonnentag & Frese,2002). On the most basic level, Borman and Motowidlo (1993) distinguish between task and contextual performance (Sonnentag & Frese, 2002). Use of several criteria becomes needed in order to evaluate job performance of an employee accurately (Opatha, 2009). He further noted employee performance can be focused based on traits, behaviours and results.

Job performance directly focuses on productivity of worker via assessment of the units' number of suitable quality created by a worker in a processing environment, in a specific period of time (Putterill & Rohrer, 1995). The business success is dependent on performance of employees. Increasing the employees' performance from the lowest organization levels to senior management is one of the most efficient techniques of increasing business profit as well as performance.

Measures of Employee Performance

Efficiency of Work

Ogboso and Amah (2016) opines that efficiency refers to the accomplishment of goals with minimum resources or waste. It includes measures such as time minimization, cost minimization, and waste minimization. Speed and time are important resources for any organization and must be seen to seek to maximize speed and minimize time. The way an

organization does this indicates how efficient and productive they are. Speed and time were the essence of time and motion studies since the day of scientific management introduced by Taylor that led to management efficiency. They are sources of competitive advantage. Doing the right thing in corporate governance terms is an important, but not a sufficient, condition for performance. And doing the wrong thing (e.g. an ineffective audit committee, or lack of independence among the executives) will make it more difficult for an organization to perform but is not a measure of success or lack of it either. The questions relating to organization efficiency are: How effective is the organization in dispatching businesses (including through organization committees in and between meetings) and following up on decisions, does the organization identify and focus on key (not just a long list of) issues and risks facing the organizations; is the organization able to take initiatives, dealing with crises and identifying emerging issues? The conception of time here is the duration taken to accomplish a task. These honest questions are both a matter of choice. Since it is usually only after an extended period is it possible to know whether the organization has dealt with the right issues, how well it has done so, and which issues have not been addressed. Accordingly, failing to ensure succession or invest in new technology is just as much about performance as successful talent management or systems investment. Organizations can be really helpful in identifying risks that executive director alone, sometimes preoccupied with current challenges, and may not have spotted. There are two questions rather than one here because a history of dealing with key issues as they arise is not enough. The ability to take initiatives, deal with crises and identify issues that are not part of 'normal business' is a crucial differentiator between an efficient and a tolerable organization. For the same reason 'meeting organization objectives' isn't included as a performance measure, since it runs the risk of being too inward-looking and passively taking things too much as they are.

Timeliness of work of Work

When the employees are productive, they accomplish more in a given amount of time. In turn, efficiency saves their company money in time and labour. When employees are unproductive, they take longer time to complete projects, which cost employee's more money due to the time lost (Olajide, 2000). The importance of higher productivity of the employees in public enterprise cannot be overemphasized, which include the following; Higher incomes and profit; Higher earnings; Increased supplies of both consumer and capital goods at lower costs and lower prices; Ultimate shorter hours of work and improvements in working and living conditions; Strengthening the general economic foundation of workers (Banjoko, 1996). Armstrong (2006) stated that productivity is the time spent by an employee actively participating in his/her job that he or she was hired for, in order to produce the required outcomes according to the employers' job descriptions. As suggested by Bloisi (2003) the core cause of the productivity problems in the South African society are people's motivation levels and their work ethics.

Relationship between Job Design and Employee Performance

Job design can also be defined as changing the content and processes of a job to increase employee's satisfaction, motivation and productivity (Knapp & Mujtaba, 2010).Sokoya (2000) explored the aspect of satisfaction with jobs and career, and the predictors of job satisfaction among the emerging adults in Alberta. Obtaining data from the Alberta High School Graduate Survey among a sample of 1,030 emerging adults from Alberta, it was found in his study that job design and personal characteristics tend to affect job satisfaction and that level of job satisfaction is determined by a combination of jobs, work and personal characteristics. Rotating managers to different jobs added the benefit of task variety, resulting in increased performance of employees. He thus concluded that the performance of an employee undoubtedly depends on the level of satisfaction and dissatisfaction of the workforce. However, this attitude is determined by a diversity of factors or predictors where contextual forces play the dominant role and the same has been reported over and over again.

Bassey (2002) aimed to aims to identify the key issues of job design research and practice to motivate employees' performance. His study therefore sought to look at job design with respect to employee motivation and job performance that skills, task identity, task significance, autonomy, feedback, job security and compensation are important factors for motivating employees. The conceptual model of Hackman and Oldham's job characteristics was adopted to motivate employees' performance. The findings depicted that a dynamic managerial learning framework is required in order to enhance employees' performance to meet global challenges. He therefore recommended that attention be given specifically to the psychological needs of workers and how they may be met. The technical aspects of design in which the normal techniques of industrial engineering, organization and methods were however not employed in his study.

Al-Ahmadi (2009) in his study about the impact job design on job performance, investigated the impact of job design on employees' performance in the school of Kalmunai Zone in Sri Lanka. He also tried to find out the factors of job design that highly influenced employees' performance in the organizations. Al-Ahmadi (2009) therefore indicated that the nature of job itself was found positively correlated with performance, which indicated that satisfaction with amount of variety and challenge in one's job actually influence performance. The sense of job significance, feeling important in eyes of others, realizing ones' competence, and freedom to make decisions are positively related to performance. An implication here was that more attention had to be given to improving task identity, feedback and autonomy so as to improve quality level of job design that can improve employees' performance in achieving quality results.

The study postulates the following hypotheses to be tested:

Ho_1: There is no significant relationship between skill variety and efficiency of work of employee of Deposit Money Banks in Port Harcourt.

Ho_2: There is no significant relationship between skill variety and timeliness of work of employees of Deposit Money Banks in Port Harcourt.

Ho_3: There is no significant relationship between task significance and efficiency of work of employees of Deposit Money Banks in Port Harcourt

Ho_4: There is no significant relationship between task significance and timeliness of work of employees of Deposit Money Banks in Port Harcourt.

METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary data was sourced through structured questionnaire. The population for this study is 79 managerial staff of the 7 selected tier-1 banks in Port Harcourt. The entire accessible population (census) of 79 in the 7 selected banks in Port Harcourt formed the sample for this study. The research instrument was validated through by experts as provided by supervisors vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring coefficients above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The Spearman Rank Order Correlation coefficient is calculated using the SPSS 21.0 version to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable.

Table 1 Correlation for Skill Variety and Measures of Employee Performance

			Skill Variety	Efficiency	Timeliness of work
Spearman's rho	Skill Variety	Correlation Coefficient	1.000	.675**	.564**
		Sig. (2-tailed)	.	.000	.000
		N	59	59	59
	Efficiency	Correlation Coefficient	.675**	1.000	.835**
		Sig. (2-tailed)	.000	.	.000
		N	59	59	59
	Timeliness of work	Correlation Coefficient	.564**	.835**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	59	59	59
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Research Data 2021, (SPSS output version 21.0)

Ho_1: There is no significant relationship between skill variety and efficiency of work of employee of Deposit Money Banks in Port Harcourt.

From the result in the table above, the correlation coefficient shows that there is a significant relationship between skill variety and efficiency. The correlation coefficient 0.675 confirms the magnitude and strength of this relationship and it is statistically significant at p 0.000<0.05. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between skill variety and efficiency of work of Deposit Money Banks in Port Harcourt.

Ho_2 There is no significant relationship between skill varietyand timeliness of work of Deposit Money Banks in Port Harcourt.

From the result in the table above, the correlation coefficient shows that there is a significant relationship between skill variety and timeliness of work. The correlation coefficient 0.564 confirms the magnitude and strength of this relationship and it is statistically significant at p 0.000<0.05. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between skill variety and timeliness of work of Deposit Money Banks in Port Harcourt.

Table 2 Correlation for Task Significance and Measures of Employee Performance

			Task Significance	Efficiency	Timeliness of work
Spearman's rho	Task Significance	Correlation Coefficient	1.000	.662**	.568**
		Sig. (2-tailed)	.	.000	.000
		N	59	59	59
	Efficiency	Correlation Coefficient	.662**	1.000	.835**
		Sig. (2-tailed)	.000	.	.000
		N	59	59	59
	Timeliness of work	Correlation Coefficient	.568**	.835**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	59	59	59
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Research Data 2021, (SPSS output version 21.0)

Ho_3: There is no significant relationship between task significance and efficiency of work of employee of Deposit Money Banks in Port Harcourt.

From the result in the table above, the correlation coefficient shows that there is a significant relationship between task significance and efficiency of work. The correlation coefficient 0.662 confirms the magnitude and strength of this relationship and it is statistically significant at p 0.000<0.05. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between task significance and efficiency of work of Deposit Money Banks in Port Harcourt.

Ho_4 There is no significant relationship between task significance and timeliness of work of Deposit Money Banks in Port Harcourt.

From the result in the table above, the correlation coefficient shows that there is a significant relationship between task significance and timeliness of work. The correlation coefficient 0.568 confirms the magnitude and strength of this relationship and it is statistically significant at p 0.000<0.05. The correlation coefficient represents a low correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between task significance and timeliness of work of Deposit Money Banks in Port Harcourt.

DISCUSSION OF FINDINGS

The results from the test of hypotheses revealed that there is a significant positive relationship between job design and employee performance of deposit money banks in Port Harcourt. This finding corroborates the position of the earlier work of Bremner and Carrière (2011) who studied on the effects of skill variety, autonomy, task significance and task identity on job-related work stress at the medical facility and the mediating effect of the importance of work. A survey was conducted on a sample of approximately 1100 workers from a Canadian hospital and was administered in the French language. The study established that skill variety was the most significant of all other job characteristics. The direct relationship between skill variety and cynicism suggests that having the opportunity to conduct complex and challenging work is engaging for those that work in the healthcare field. The four job characteristics examined in the study only helped to explain about twenty-four percent of the variance in meaningful work. This suggests that there are other important variables that can explain incremental variance in meaningful work. It also implies that there are additional ways in which practitioners and managers can help to facilitate the emergence of meaning at work.

Similarly, El Asmar (2013) studied the roles of task significance and social perceptions in job stress and Employee Engagement. The study combined literature in task significance and social perceptions (Grant, 2008) in order to help out explain employee involvement in its two dimensions: job and organization engagement (Saks, 2006). The study implemented a cross-sectional quantitative research design over a period of three weeks from February 16th to March 6th, 2013. Data was collected from 337 participants. As a result, the relations between task significance and the thought social effect and worth showed the variance in hindrance stressors as confirmed by the moderated mediation analyses. The findings close the gap in literature in the direct and indirect effects of task significance that elaborate employee involvement in a job.

The current finding corroborates the finding of the study was also carried out by Grant (2008) on significance of task significance on job performance effects, relational mechanisms, and boundary conditions found that correlational designs and confounded manipulations have barred researchers from assessing the contributory impact of task significance on job performance. The confinements of the review were that, in light of the fact that the task significance signs were partaken in a controlled, observed, directed condition, it was vague how enabling supervisors and workers to share their own particular data would unfurl and whether this would open entryways for administrators to distort stories to control representatives. Additionally, studies will be instrumental in revealing insight into the moral difficulties of the unregulated sharing of task significance prompts.

CONCLUSION AND RECOMMENDATIONS

Based on the study findings, the study concludes that job design significantly influences employee performance of Deposit Money Banks in Port Harcourt. More specifically, skill variety and Task significance significantly influences employee performance of Deposit Money Banks in Port Harcourt.

Based on the foregoing conclusions, the following recommendations are suggested.

Deposit Money Banks should use job design to increase the variety of skills that every employee possesses which is a form of motivation. Job design will create some level of inclusivity where employees' jobs are linked to the overall goal of the Organization. Some level of freedom in making decisions may be adopted for performance to increase.

The significance of each task in the Deposit Money Banks needs to be improved through defining role of job to clients, role of job to the unit, and role of job to the organization in clear, simple, measurable, observable and achievable determinants. The trend where all jobs look alike and where all jobs are vaguely defined should be discouraged.

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